



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAY 13 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Refined Packard Key Acquisition and Technology Workforce
Identification Policy for the Fiscal Year 1999 (FY99)

On December 18, 1997, in response to the requirement contained in Section 912(b) of the National Defense Authorization Act for Fiscal Year 1998, the Secretary of Defense informed Congress that beginning October 1, 1998, members of the acquisition workforce would be uniformly identified. The identification will be based on an updated version of an approach developed by the 1986 President's Blue Ribbon Commission on Defense Management (Packard Commission). He also advised Congress that refinements would be made to the acquisition workforce identification model as it proceeds toward implementation.

An Acquisition workforce Identification Working Group was formed to facilitate the process across the Department and to make refinements to the model so that the workforce determination would be as consistent and verifiable as possible. It was agreed that there should be two counts to validate the identification methodology using a data baseline of March 31, 1998. The Jefferson Solutions' April 1999 report, "Identification of the Department of Defense Key Acquisition and Technology Workforce," describes the validation methodology and provides the data and analyses for both counts. I fully support the recommendations provided in the report and associated briefing which is available to everyone at <http://www.acq.osd.mil/ar/#hot>.

The refined Packard algorithm for FY99 is described in my November 20, 1998 letter, "Modified Packard Acquisition and Technology Workforce Identification," also available at <http://www.acq.osd.mil/ar/#hot>. There were no changes to the algorithm based on the second count. However, this method will now officially be known as the refined Packard. Please remember that this identification method only describes the key workforce and does not include support personnel. The Acquisition and Technology Workforce Identification Working Group (name updated) will continue to meet to further refine the algorithm for FY00 and monitor its implementation for as long as necessary.

The refined Packard is the official identification method for the key acquisition and technology workforce. The Defense Manpower

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Data Center (DMDC) database will be the official database for the workforce personnel count. DMDC may provide the most recent quarter's data to anyone requesting the information. Each Service and Fourth Estate organization and agency are responsible for insuring the data in the DMDC database is accurate. Please provide updates directly to DMDC,

Mr. Alex Sinaiko (703)696-7422), for September 30, 1998 data by May 28, 1999. Provide data for each completed quarter in FY99 within 45 days of the date of this letter. Data will be due to DMDC for the remaining quarters within 30 days of the completion of that quarter. Service Directors for Acquisition Career Management (DACMS) should collect the data to ensure consistency. The quarterly data using the acquisition organization identification is still required until transition to the refined Packard is complete in FY00.

Your efforts to ensure proper implementation of the refined Packard method for identifying the acquisition and technology workforce are appreciated. Please provide the name, phone number, and email address of your Acquisition and Technology Identification Working Group point of contact to Mr. Dale Fradley within the next ten days (fradledr@acq.osd.mil/703-578-2765). Please call Mr. Dale Fradley if you have any questions on the implementation of the FY99 refined Packard or any of the other workforce working groups identified in the report who are working toward full refined Packard implementation in FY00.

Uniformly identifying the workforce using the refined Packard approach enhances the Department's ability to manage this critical asset and provides a more precise understanding of the activities and skills mix within the workforce. Full implementation with updated manpower planning and programming techniques and education, training, and career development requirements is planned for FY00. When fully implemented, the refined Packard will provide the insight required to plan for the recruitment, retention, and requisite training and education of the workforce in support of new acquisition reform initiatives and the skills required for the workforce in the 21st Century.



Dave Oliver

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